

**A DOUBLE EDGED SWORD OF THE  
DUTCH ACADEMIA:  
LOCAL CITIZENSHIP BEHAVIOR  
VS. GLOBAL CONTRIBUTION**

**PROF. DR. SVETLANA KHAPOVA  
VRIJE UNIVERSITEIT AMSTERDAM**

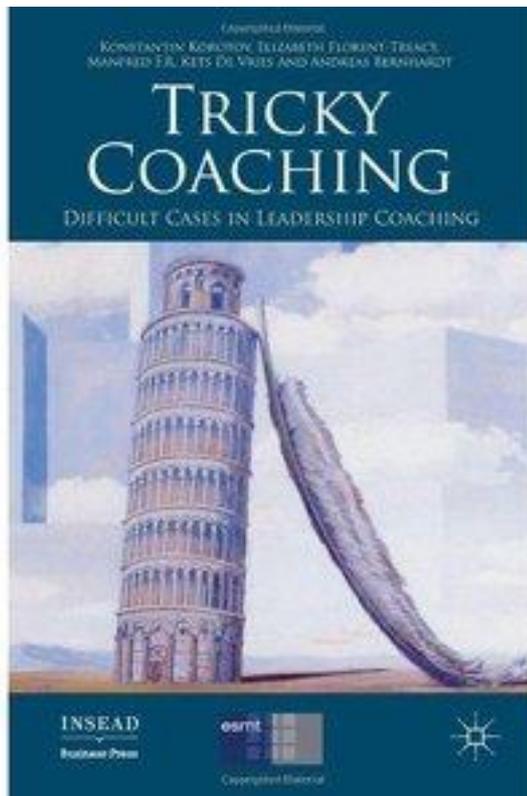
**... THE CHALLENGES OF  
INTEGRATION OF  
ACADEMICS FROM  
OTHER COUNTRIES IN  
THE DUTCH UNIVERSITY  
CONTEXT...**

# “JUST LOOK AT YOURSELF! HOW COULD ANYONE BE LED BY YOU?”

11

“JUST LOOK AT YOURSELF! HOW COULD ANYONE BE LED BY YOU?”

SVETLANA KHAPOVA AND YUVAL ENGEL



## *Case summary*

The case is written from the position of a participant in a coaching program who is finding it difficult to digest feedback and feeling insulted as a result of the intervention. The coachee is perplexed about the coach's role in the process, and the lack of conditions of psychological safety in the coaching process.

*Context:* This case is set in an internal leadership development program at a public university in The Netherlands.

## **BACKGROUND**

As is the case with several leading universities around the world, a Dutch university had recently introduced leadership development programs for its academic and administrative staff. The idea was to identify hidden potential and to invest in the development of possible candidates for leadership positions. Deans and faculty directors were asked to nominate a few candidates for selection by the “leadership program manager” who would select a group of 15 to become part of a new six-month leadership development program.

Among the nominated participants was Sonya, an associate professor of cross-cultural management and newly appointed director of a new research institute that, at the time, existed only on paper. Sonya's task was to get the institute up and running within eight months. She was well aware of the fact that she had hardly any time for participation in the leadership program. But at 32 she was young and, as a newly appointed foreign national—she was Russian—felt honored to have been nominated for the program by the faculty board. So despite her already busy schedule, she accepted the nomination.

# **HOW CAN ANYONE BE LED BY ME?**

**2009 – present: Founder and Scientific Director of ABRI-  
Amsterdam Business Research Institute at Vrije Universiteit  
Amsterdam**

**2015 – present: Chair of VU School of Management**

**2009-2014 Director of Doctoral Education ABRI (have  
developed all doctoral education of the faculty)**

**2009-2014 Programme Director of the Research Master  
Business in Society (received accreditation)**

**2014 – present: Founder and Director of the VU (Part-Time)  
Executive PhD programme in Business Studies**

**2010-2014 Division Chair and Board Member of the Academy  
of Management Careers Division**

# **DO I DO ANY RESEARCH?**

**5 PhDs defended by 2016**

**4 full-time PhD dissertations are in progress**

**About 10 part-time PhD dissertations are in progress**

**End 2016 – a new book “An Intelligent Career: Taking Ownership of Your Work and Your Life” with Oxford University Press**

**Papers published in the *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Strategic Entrepreneurship Journal*, *International Journal of Management Reviews*, *Journal of Occupational and Organizational Psychology*, etc.**

# MAKING CAREER AT A DUTCH UNIVERSITY IS LIKE JUGGLING BALLS

You need

- Be an excellent researcher (with publications) with a clearly defined research identity
- Be an excellent teacher and director of programmes
- Have a serious management position
- Acquire funding
- Develop an international visibility, preferably leading an academic association in the USA
- Supervise PhD candidates
- Mentor colleagues and students
- And more!



**WE ARE CALLED  
“DIVERSITY”...**

**ADDRESSING A  
DIVERSITY OF CAREER  
PATHS MIGHT BE MORE  
USEFUL....**

# WHAT IS NWO LOOKING FOR IN VENI, VIDI AND VICI APPLICANTS?

- **Publications in top journals (with emphasis on single-author papers)**
- **International career experiences**
- **International collaborations**
- **International impact**
- **Independent research**
- **.... Other research leadership experiences**
- **Innovative proposal**

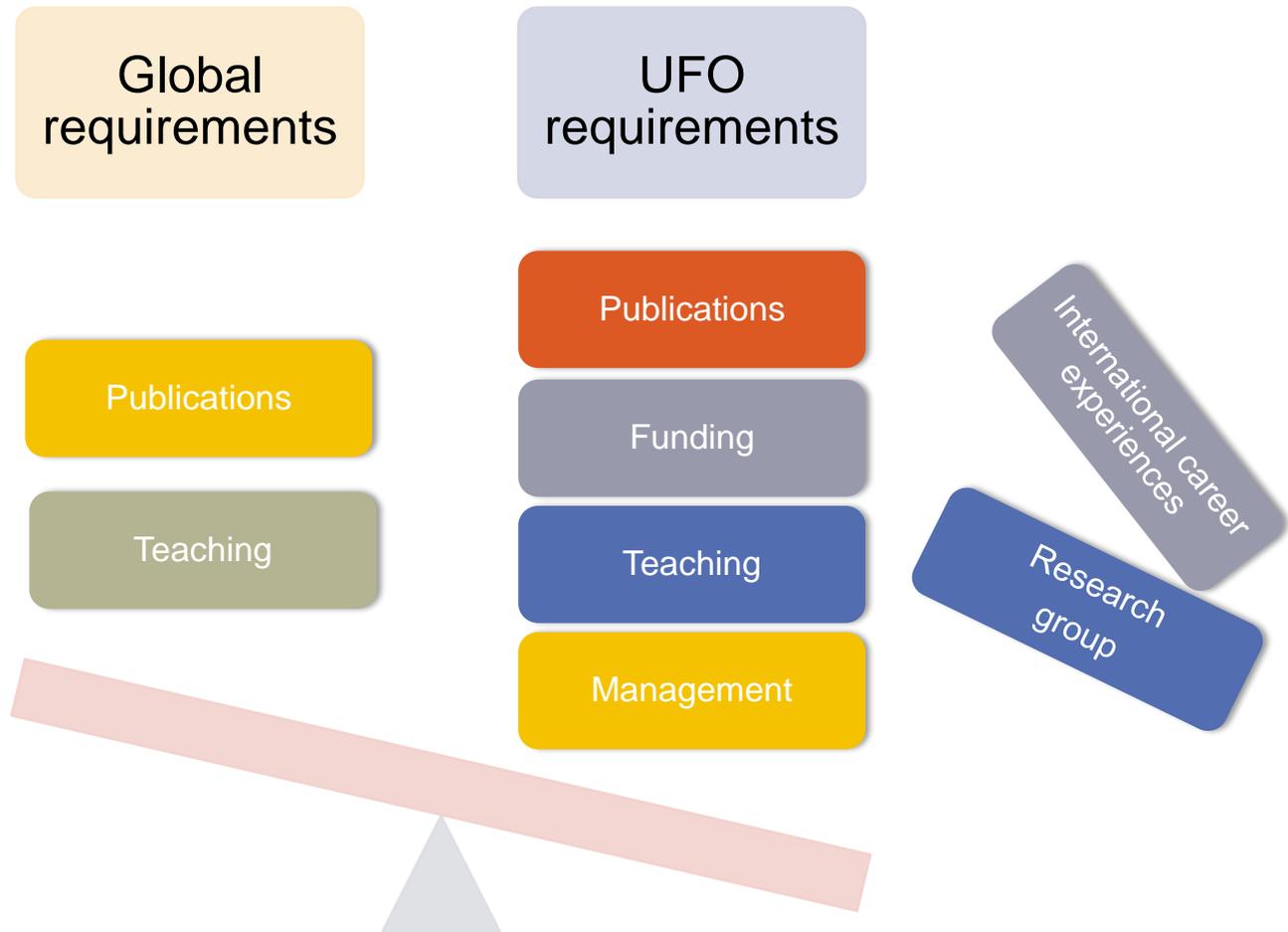


# **WHAT IS EXPECTED BY AN INTERNATIONAL ACADEMIC JOB MARKET?**

- **Publications in top journals (with emphasis on single-author papers)**
- **Teaching experience**
- **Collaborations with other influential scholars**
- **Independent research**
- **International impact (leadership in an AoM division)**



# WHICH CAREER PATH DO YOU CHOOSE: GLOBAL OR LOCAL?



# **SOME “DISAPPOINTING” EXAMPLES**

- 1. Assistant Prof. - Following an advice to focus on good teaching – “you will get tenure anyway!” (overinvesting in OCB and underinvesting in your research identity)**
- 2. Associate Prof. – Overestimating the importance of your management responsibility, and underperforming research-wise (overinvesting in OCB and underinvesting in your research identity)**
- 3. Full Prof. – let me tell you next time...!**

# WHAT DOES A CAREER ARENA DICTATE?



# WHAT TO DO?

- **Find a balance between on the one hand following an UFO career, and on the other hand following a “global” career.**
  - The UFO criteria will be used to assess your suitability for a promotion. So do not ignore it!
  - Start your academic career by being more “global”. You still have time to become “local” later
- **Be a contributor and a collaborator in your group. We all are looking for partners to build strong research teams!**
- **Communicate about your ambitions to your manager continuously, but positively!**
- **Do not hesitate to engage in entrepreneurship! – Academics are entrepreneurs (with low financial risks)!**